

MANUFACTURING EXTENSION PARTNERSHIP

Success Stories from the Field

Electronic Systems, Inc.

South Dakota Manufacturing Extension Partnership

Training Within Industry Bridges Training Gaps at Electronic Systems, Inc.

Client Profile:

Electronic Systems, Inc. (ESI) provide a full range of electronics manufacturing services (EMS) to some of the largest original equipment manufacturers (OEMs) in the industrial, medical and telecommunications markets. The company employs 200 people at its facility in Sioux Falls, South Dakota.

Situation:

ESI had been using the Dakota MEP, a NIST MEP network affiliate, for several years to assist in their Lean transformation through training and on-site process improvement activities. When Dakota MEP informed them of the Training Within Industry (TWI) program, they thought it would be the next logical step in their Lean journey. Having issues with training new employees and cross-training existing employees, TWI looked like a good way for ESI to address these problems in a repeatable, proven process.

Solution:

Dakota MEP provided a three-part training program for a select group of ESI's associates in three modules of TWI: Job Relations, Job Instruction and Job Breakdown. The training gave the employees the tools to effectively tackle some of the training problems that were causing numerous quality and process repeatability problems. As a result of the TWI training, ESI has been able to bridge some of the training gaps between their associates. They have used the methods of TWI to improve the training process for new hires, as well as for cross training of existing production associates. In one particular case, a process step on one assembly was consistently failing during quality audit examination. Defective products were even getting to the customers. This particular assembly was being produced over two shifts with problems occurring on both shifts. Defect rates were at 75 percent first pass yield. Two of their TWI trained associates broke down the job and, with the help of the production associates, developed a new process. Since the implementation of the new job instructions, they have not had one defective unit ship to a customer.

Results:

* Reduced defect rate from 75 percent to 0 percent.

Testimonial:

"In the years that Dakota MEP has been assisting us in our Lean journey, we have always found them to be an excellent resource for training and problem solving. Dakota MEP staff are highly effective professionals that know their subject matter and are capable of leading an organization over the many obstacles encountered in a Lean transformation."

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Fred Ledwell, Director of Manufacturing